

# CIVIC ENGAGEMENT PROGRAM II (CEP II)

## Year 4 Quarter 2 Report *DRAFT*

(1 January – 31 March 2012)



April 2012

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*COVER PHOTO: USAID is partnering with the Palestinian Authority's Ministry of Agriculture to transform an existing lab, located in this building on its Arroub campus (Hebron governorate), into the first national food safety laboratory. This support from the American people (through in-kind grant ARDWBG542) will enable the Ministry of Agriculture to provide a new service that responds to Palestinian meat and dairy companies looking to expand into nearby markets. (Credit: CEP II / TT ARD)*

Implemented by:

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#### **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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# KEY TERMS

CEP	Civic Engagement Program
COP	Chief of Party
D&G	Democracy and Governance
GeoMIS	Geographic Management Information System
HO	Home Office
IEE	Initial Environmental Evaluation
ISO	International Standards Organization
JYWC	Jenin Young Women's Club
MOA	Ministry of Agriculture
NCE	No-cost Extension
PA	Palestinian Authority
Q	Quarter
RIG	Regional Inspector General
USAID	United States Agency for International Development
Y	Year

# I.0 EXECUTIVE SUMMARY

The Civic Engagement Program II (CEP II) is a Democracy and Governance (D&G) program that supports the creation of a viable, democratic, Palestinian state living in peace with Israel and its neighbors. CEP II is implemented by Tetra Tech ARD (TT ARD), a contractor for the United States Agency for International Development (USAID).

CEP II is a flexible grant-making mechanism that has been able to adapt to the social, economic, and political climate of West Bank and Gaza. In line with USG transformational developmental objectives, CEP II supports the voices and forces of moderation across the West Bank and Gaza and promotes opportunities for communities to link tangible improvements in their daily lives with positive developments in the Palestinian-Israeli peace process. CEP II works with local and national<sup>1</sup> Palestinian Authority entities and local non-governmental organizations to deliver this assistance.

In addition to its work as a D&G program, CEP II helps to reduce the economic stress of marginalized and vulnerable households through the provision of relief and assistance and works to support early recovery by identifying and creating sustainable economic opportunities, following an intensive Israeli military campaign in late 2008.

During the life of the program, CEP II implemented **189** grants and subcontracts, valued at **\$51,661,403 million**, impacting lives of Palestinians **1,653,041 million** times<sup>2</sup> with either direct or indirect assistance. Of CEP II's activities, **123** in-kind grants fell under its first two objectives, **52** standard and direct assistance grants fell under Objectives 3 and 4, and **7** subcontracts supported programming across objectives. (Another **seven** grants were implemented by and partially charged to CEP II but designed and approved during CEP I.) CEP II was highly responsive to US government priorities: over the life of the program, **62%** of its grant-making and **89%** of the grants budget (**\$46,059,563**) was developed in response to US government priorities.

This quarterly report covers the period from 1 January through 31 March 2012, which is the second quarter of CEP II's fourth and final year (Y4Q2).

At the end of Y3, CEP II closed out all its ongoing grants. Following the no-cost extension of its contract, CEP II was tasked by USAID to focus its grant-making under its second objective to strengthen the Palestinian Authority (PA) Ministry of Agriculture (MOA) in support of improved service provision and increased responsiveness to citizen needs. CEP II is currently in a nine-month no-cost extension, with the project activity close out date (PACD) set for June 30, 2012.

Following USAID's green light approval early this quarter, CEP II began implementation of ARDWBG542 (MOA Veterinary Lab Rehabilitation). Through this **\$596,637** grant, CEP II is partnering with the MOA to create the first national food safety testing laboratory in order to provide a new service that responds to Palestinian meat and

## CEP II OBJECTIVES

1. Support initiatives and processes that support a democratic, peaceful, and prosperous Palestinian state.
2. Strengthen reform-minded Palestinian leaders and institutions in support of improved service provision and increased responsiveness to citizen needs.
3. Supply basic humanitarian commodities to disadvantaged groups, to preserve hope and moderation among impoverished populations.
4. Distribute food and relief items directly or through work and training, to preserve hope and moderation among impoverished populations.

<sup>1</sup> In addition to 122 in-kind grants under Objectives 1 and 2, CEP II provided two in-kind grants to Palestinian ministries at the request of the USAID/WBG Mission: ARDWBG477 to the Ministry of Youth and Sports and ARDWBG542 to the Ministry of Agriculture.

<sup>2</sup> Due to the nature of its programming under Objectives 3 and 4, CEP II describes its overall impact on beneficiaries in terms of "times of impact," rather than in terms of "individual beneficiaries." For further explanation, see Footnote 6.

dairy companies looking to expand into nearby markets and promotes the safety of meat and dairy products consumed by Palestinian citizens.

Progress on the rehabilitation works has been rapid. At the end of the quarter, the contractor was five days ahead of schedule, despite two weather-related delays, and implementation was poised to move into its final three weeks. During the quarter, CEP II made eight visits to the project site to check the progress of work and adherence to the USAID initial environmental evaluation (IEE) requirements.

Since the MOA does not have the capacity or resources to oversee the rehabilitation, CEP II tasked a well-established engineering consultancy firm, based in the neighboring southern West Bank town of Halhoul, to supervise the work. This has proved an extremely valuable approach, allowing for intensive and high quality construction supervision and oversight and resulting in rapid, highly visible results. In the first four weeks of work, 25% of the rehabilitation was completed, with all internal walls finished.

The rapid progress in rehabilitation has been paralleled by the rapid roll-out of all procurement contracts for equipment and materials, completed by the end of this quarter. Applying a TTARD *best practice*, CEP II front-loaded all procurement for ARDWBG542. With all procurement actions completed in the previous quarter, CEP II was able to obligate 94% of all grant funds (\$563,789) in less than 10 weeks.

CEP II finalized its efforts - begun last quarter - to ensure that no pre-approvals or waivers from USAID were required for the purchase of lab materials. CEP II considers the extensive market research, consultations with large and experienced suppliers, and exhaustive eligibility checks against USAID commodity listings involved to be a promising practice.

A successful project launch was held in the second month of the quarter attended by representatives of the MOA, the Hebron Governor's office and the USAID Mission Director, Mike Harvey. The event was covered in the two main local newspapers.

In agreement with USAID, CEP II rapidly developed a series of five parallel programming strategies this quarter designed to address a complete range of MOA priorities that could absorb any funds remaining after the rehabilitation works finish at the end of May. By the end of this quarter, CEP II submitted all necessary approvals for all five options to USAID and had completed much of the procurement work, including bidding, bid evaluation, and all associate paper work.

In response to a USAID directive, Tetra Tech ARD began a three-year audit of CEP II at the beginning of this quarter, following USAID's approval of the audit contract with Price Waterhouse Cooper. All field work was completed by the end of the quarter: initial findings and draft report are anticipated to be submitted by the auditors on schedule at the end of the first month of next quarter, ahead of the May 4 deadline required by USAID. The audit costs were covered through a budgetary realignment from projected savings in the in-kind grant with the MOA.

Preparations for close out were launched at the end of this quarter, including consultations with HO and early consultations with staff so that dates for all key actions could be appropriately linked at the earliest stages across the contract. As all the administrative and financial support is provided by staff who are on consultant contracts, the identification, sequencing and front loading of all tasks is essential to ensure adequate levels of staffing for the next three months.

## BENEFICIARY VOICES

"For the first time, the Ministry of Agriculture will fulfill its role in monitoring animal products and serving both producers and consumers."

- Dr. Assad Manasra, MOA

"I treasure my children. It is important to give them healthy food to eat. I want to be able to trust that the government will do its job to regulate the safety of these products."

- Maha, Palestinian consumer



## 2.0 PROGRAM OVERVIEW

CEP II supports US foreign policy objectives toward a viable, democratic Palestinian state living in peace and security with Israel and its neighbors by providing a flexible grants program focused on visibly improving the quality of life for Palestinians in the West Bank and Gaza. It builds on previous USAID initiatives to bolster prospects for peace in the region, and is the direct follow-on to CEP I, which ran from January 2008 to June 2009.

CEP II started in October 2008 with two strategic objectives aimed at promoting stability and democratic reform in the West Bank and Gaza. Following the Israeli military campaign Cast Lead in December 2008, USAID added two new strategic objectives focused on the humanitarian and emergency response needs of the Gaza Strip.<sup>3</sup>

The four objectives of CEP II are:

- 1) Support initiatives and processes that support a democratic, peaceful, and prosperous Palestinian state.
- 2) Strengthen reform-minded Palestinian leaders and institutions in support of improved service provision and increased responsiveness to citizen needs.
- 3) Supply basic humanitarian commodities to disadvantaged groups, to preserve hope and moderation among impoverished populations.
- 4) Distribute food and relief items directly or through work and training, to preserve hope and moderation among impoverished populations.

The program complements other activities of the USAID/West Bank and Gaza Mission, and targets critical, time-sensitive initiatives consistent with the Mission's transformational development goals and US foreign policy objectives.

CEP II is currently in a nine-month no-cost extension and will close out on June 30, 2012.

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<sup>3</sup> The original CEP II contract was signed on September 29, 2008 for a total amount of \$19,999,969. On July 24, 2009, the CEP II contract was expanded by \$40,500,031 to a new total contract ceiling of \$60,500,000. On September 9, 2010, USAID expanded the contract by a further amount of \$2,000,000 to bring the total contract value to \$62,500,000 and the two additional objectives were added to the scope of work, focusing on the provision of humanitarian and early recovery assistance. On September 19, 2011, CEP II received a contract modification that approved a six-month no-cost extension (NCE), taking it into its fourth year of implementation. On December 23, 2011, USAID added an additional three months to the no-cost extension. Accordingly, CEP II will close out on June 30, 2012.



## 3.0 SUMMARY OF GRANT ACTIVITIES

CEP II is distinguished for its rapid assistance and flexible support of USG initiatives in the West Bank and Gaza through in-kind, standard grants, and subcontracts. CEP II supports a diverse range of projects that include community infrastructure, youth activities, civic engagement forums, local NGO capacity building, humanitarian assistance, and the rebuilding of livelihoods in Gaza.

To date, CEP II has implemented **189<sup>4</sup>** grants (in-kind, standard, and direct assistance) and subcontracts, valued at **\$51,661,403**, impacting lives of Palestinians **1,653,041<sup>5</sup>** times<sup>6</sup> with either direct or indirect assistance. Of CEP II's activities,<sup>7</sup> **123** in-kind grants fall under its first two objectives, **52** standard and direct assistance grants fall under Objectives 3 and 4, and **six** subcontracts support programming across the objectives.<sup>8</sup> The range of grants provided by CEP II varies from **\$1,271** to **\$1,970,947**.

Over the life of CEP II, **62%** of its grant-making and **89%** of the grants budget (valued at **\$46,059,563**) have been directed in response to US government priorities. Under its first and original two objectives, USAID priorities guided the development of **48.7%** of grant-making (**60** grants) and **51%** of its grants budget (**\$5,371,949**) significantly exceeding contractual expectations that one-third of CEP II programming would be Mission-directed.

*All completed project activities are listed in Appendix I. For graphic representation of CEP II's overall project status, see 3.2 below.*

### 3.1 OVERVIEW OF CEP II ACTIVITIES IN Y4Q2

At the start of this quarter, USAID approved the grant activity with the MOA (ARDWBG542) for a total value of \$596,637. As all procurement actions under the grant had been front-loaded in the previous quarter, CEP II was able to move immediately into full implementation.

By the end of this reporting period, CEP II had obligated 94% of the grant funds (\$562,018) through 13 separate procurement contracts with nine different vendors in just 10 weeks.

The remaining funds in the grant represent a buffer for exchange rate fluctuations against the rehabilitation

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<sup>4</sup> This includes seven grants that were approved under CEP I and implemented and partially charged under CEP II. Since these grants were designed by CEP I (according to its distinct contract objectives), these seven grants are not included in the detailing of the CEP II portfolio and any analysis. In addition, the grant beneficiaries are not included in any description or analysis of CEP II beneficiaries.

<sup>5</sup> This is the total of beneficiary impact over the life of the project (as of Y4Q2), following grant programmatic and reconciliations conducted prior to the NCE. Any difference in beneficiary totals provided in other CEP II reports is a result of the reconciliation process. Previous reports used a mixture of planned and actual beneficiary numbers, which were finally verified in August 2011.

<sup>6</sup> CEP II describes its overall impact on beneficiaries in terms of "times of impact," rather than as individual beneficiaries due to the nature of its programming under Objectives 3 and 4. In order to preserve hope and moderation among impoverished populations (Objectives 3 and 4), CEP II focused its assistance on highly vulnerable communities within the Gaza population, providing the most vulnerable households with repeated rounds of humanitarian commodities to help meet their basic, urgent needs in the aftermath of Operation Cast Lead. As a result of this multiple intervention in beneficiary lives, CEP II tracks numbers of times it impacts beneficiaries' lives under Objectives 3 and 4, in addition to the number of individual beneficiaries impacted under all four objectives. (Under Objectives 3 and 4, CEP II calculates individual beneficiaries by subtracting 28% from the total number of interventions, which is a formula developed following analysis of CEP II beneficiary lists.) All verified beneficiary numbers included in this report have been adjusted accordingly.

<sup>7</sup> As noted above, listing of CEP II activities does not include the seven grants designed and approved under CEP I.

<sup>8</sup> As described below, CEP II uses subcontracts to support programming under Objectives 3 and 4, as well as to evaluate programming under Objectives 1 and 2.

subcontract, which is in the New Israeli Shekel. The exact value of any savings will only be known at the end of April (Y4Q3), when the rehabilitation subcontract completes and costs are converted into US Dollars at the prevailing rate of exchange.

In order to be ready to absorb these potential savings, CEP II worked with USAID and the MOA to establish possible priorities and front load all the procurement actions required. At the beginning of March, CEP II developed and implemented a multi-pronged scenario for a total of five possible procurement actions, based on MOA and USAID priorities. (One potential action included a grant to Jeel Al Amal, a Palestinian orphanage in Azzariya.<sup>9</sup>)

By the end of the quarter, however, the MOA had realigned its previous priorities and asked CEP II to prioritize covering the costs of a UPS and the asphaltting of the entrance yard. Any additional materials would be a lesser priority at this time, given commitments from other donors and the fact that the CEP II mechanism will be able to respond to these two top priorities within the remaining time frame.

### **3.1.1 Quarterly Overview of Grant Activities**

Throughout this quarter, CEP II continued to implement ARDWBG542 (MOA Veterinary Lab Al Arroub).

#### **ARDWBG542: GRANT DETAILS**

- The grant will rehabilitate an existing facility to meet International Standards Organization (ISO) standards for certification for international export (ISO 17025). It will also provide equipment and materials to enable the proper testing of meat and dairy products from Palestinian would-be exporters in the West Bank to sell these products, initially in East Jerusalem (E) and Israel.
- The laboratory is located on the grounds of the MOA agricultural college in Al Arroub (Hebron governorate). Designed in accordance to ISO 17025, the facility will comprise ten new rooms with the equipment and materials necessary to support the testing regime and procedures required to meet GOI and international certification standards.
- In addition to directly benefiting the six MOA employees working in the laboratory, ARDWBG542 will expand opportunities for 74 Palestinian companies manufacturing meat and dairy products (with their 1,179 workers) and improve food safety for the nearly three million Palestinian consumers in the West Bank and East Jerusalem.

The rehabilitation work has proceeded rapidly. At the end of the quarter, the contractor was five days ahead of schedule, despite two weather-related delays, and was poised to move into its final three weeks. During the quarter, CEP II made eight visits to the project site to check the progress of work and adherence to the USAID initial environmental evaluation (IEE) requirements.

CEP II finalized its efforts - begun last quarter - to ensure that no pre-approvals or waivers from USAID were required for the purchase of lab materials. This involved extensive market research, consultations with large and experienced suppliers, and exhaustive eligibility checks against USAID commodity listings. (CEP II considers this a promising practice: for more information, see Quarterly Focus #5.)

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<sup>9</sup> As part of its strategic planning for possible procurement actions, CEP II submitted ARDWBG544 (Jeel Al Amal) to USAID, which gave it yellow-light approval. By quarter's end, CEP II had de-prioritized the proposed grant. (Through ARDWBG544, CEP II had proposed to partner with the Jeel Al-Amal Society to equip and furnish with furniture and equipment to support the physical, emotional or academic development of students and improve the environment at the Jeel Al-Amal Society Home & School.)

CEP II also had one active subcontract (valued at **\$22,600**) with a local engineering company to provide expert technical support to the MOA in the grant design and implementation period. This quarter, the company assigned a full-time site engineer to supervise the rehabilitation works.

The grants team submitted a total of 24 grant notes detailing progress in implementation this quarter.

At the end of February 2012, USAID tasked the CEP II grants team with ensuring that all grant funds were spent by the end of May. However, CEP II will not know the exact amount of money available until the end of April 2012, when the rehabilitation subcontract – which is in local currency – is finished and reconciled into US dollars. In agreement with USAID, CEP II rapidly developed a series of five parallel programming strategies designed to address a complete range of MOA priorities that could absorb any remaining funds.

The top MOA priority was a very low cost item, which would only absorb a very small percentage of projected savings. The second and third of MOA priorities involved activities impacted by the uncertainty of Israeli approvals and sourcing and fair and reasonable pricing issues for highly specialized materials. However, these options would require that Israeli approvals or fair and reasonable pricing be obtained by the end of April (when procurement contracts need to be signed to ensure delivery by end of May). If this is not possible, CEP II will move to the fourth option (office supplies) and fifth option (additional quantities of readily available materials through USAID approved vendors).

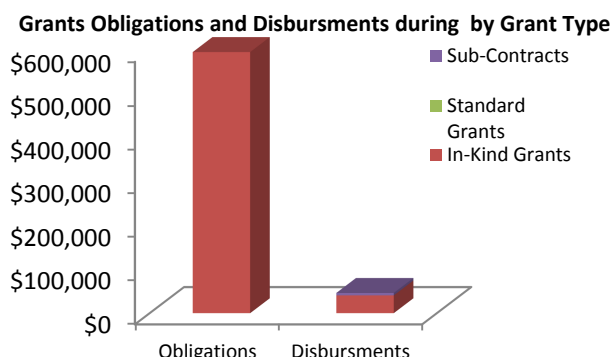
By the end of this quarter, CEP II submitted all necessary approvals for all five options to USAID and had completed much of the procurement work, including bidding, bid evaluation, and all associate paper work.

### 3.1.2 Quarterly Overview of Obligations and Disbursements

This graph illustrates the quarterly obligations and disbursements against grants and subcontracts in Y4Q2.

In this reporting period, CEP II obligated a total of **\$596,637** or 94% of grant funds<sup>10</sup> for ARDWBG542. (See Quarterly Focus #1: *Rapid Obligation as a Result of Frontloading Procurement* below.)

Disbursements this quarter comprise a first payment (valued at **\$40,520**) for the rehabilitation services subcontract and a second payment (valued at **\$5,650**) for the engineering consulting services.



<sup>10</sup> Of the six contracts, one (\$221,173) was for rehabilitation services and five separate subcontracts and purchase orders (total value \$150,911) were for laboratory equipment. The obligations in the second month were in the form of three separate purchase orders for office equipment, including IT, chairs, desks, shelves and cabinets. The funds obligated in the third month were through one subcontract (\$128,131) and three separate purchase orders across four West Bank vendors. CEP II did experience some problems with procuring all the materials within the estimated budget, following the elimination of the most competitive bidder in the final stages of negotiation. This resulted in the need to re-source and re-bid a small portion of the materials items (12 out of 135) for possible future purchase.

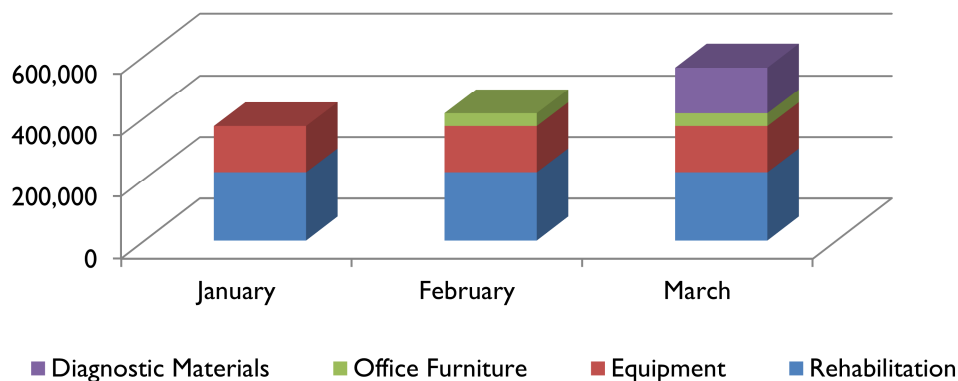
## QUARTERLY FOCUS #1:

### Rapid Obligation as a Result of Integrating Procurement into the Earliest Stages of Grant Design and Frontloading Procurement

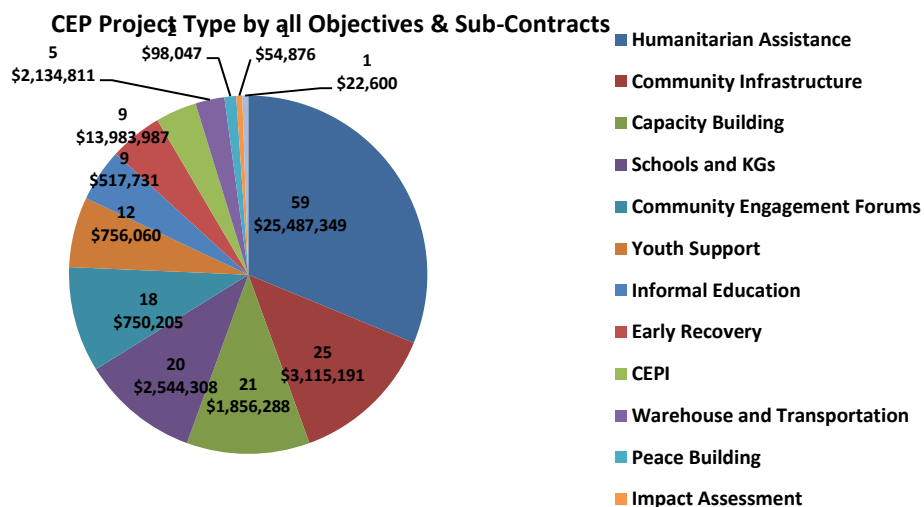
With all procurement actions completed in the previous quarter, CEP II was able to obligate 94% of all grant funds (\$563,789) in less than 10 weeks.

In the first month of the quarter, 62% (\$372,084) of the grant funds were obligated through six procurement contracts for rehabilitation services and lab equipment. An additional 7% (\$41,939) was obligated for equipment in the second month and a further 25% (\$147,995) was obligated for diagnostic materials in the third month.

**Funds obligated Y4Q2**



## 3.2 OVERVIEW OF CEP II ACTIVITIES TO DATE

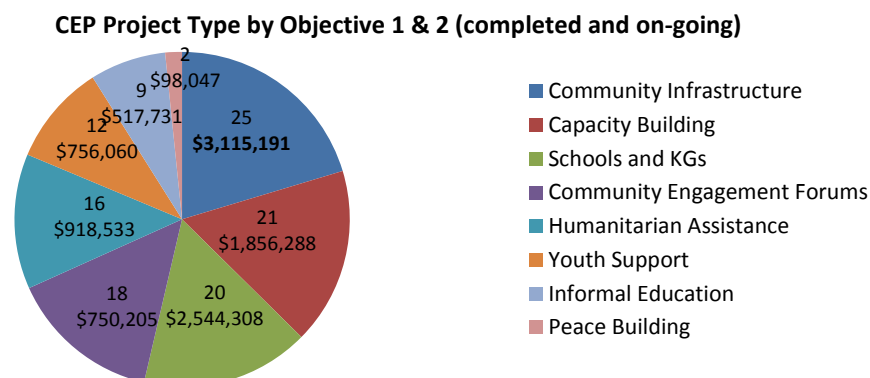


As noted above, CEP II has implemented **189** grants and subcontracts to date, valued at **\$51,661,403**

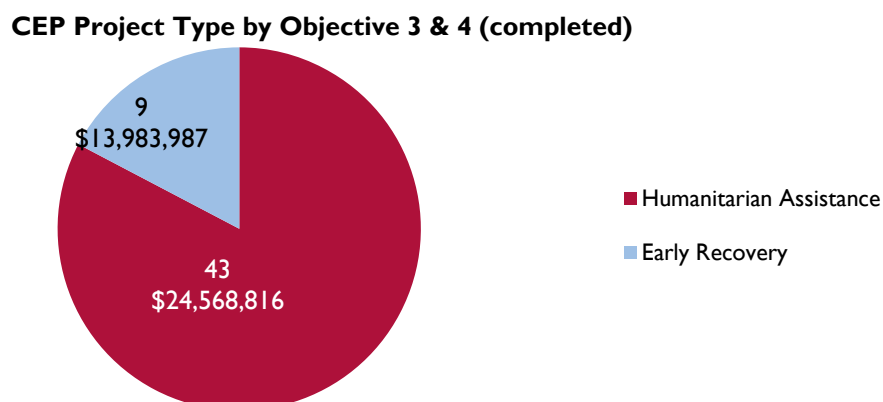
The charts below show CEP II projects<sup>11</sup> disaggregated by objective (Section 3.2.1) and by geographical area (Section 3.2.2) over the life of the program (29 September 2008 – 31 March 2012).<sup>12</sup> (For details, see Appendix 1)

### 3.2.1 Status to Date by Objective

To date, under **Objectives 1 and 2**, there are **122** completed and one on-going in-kind grants for a total of **\$10,556,362.51**.



To date, under **Objectives 3 and 4**, there are **52** grants (51 standard grants and one direct assistance grant) completed for a total of **\$38,552,803**.

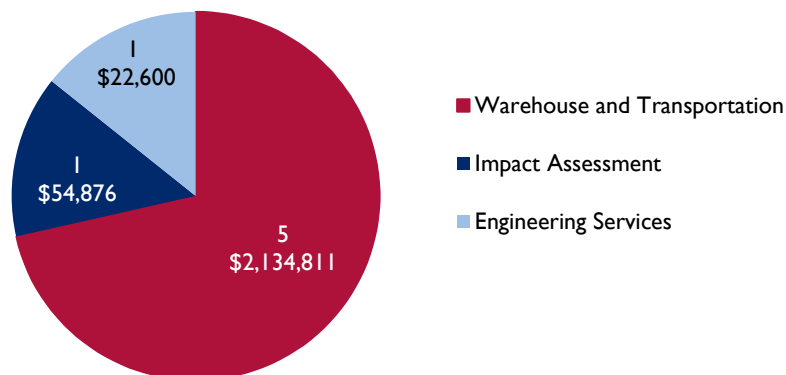


To date, there are **six** completed subcontracts under CEP II (valued at **\$2,189,686**) and one on-going subcontract (valued at **\$22,600**).

<sup>11</sup> In this section, CEP II defines projects as including in-kind grants, standard grants, direct assistance grants, and subcontracts.

<sup>12</sup> The analysis below does not include the seven CEP I grants implemented under CEP II. Those grants were developed under the CEP I contract and are not included in the analysis of results achieved under CEP II.

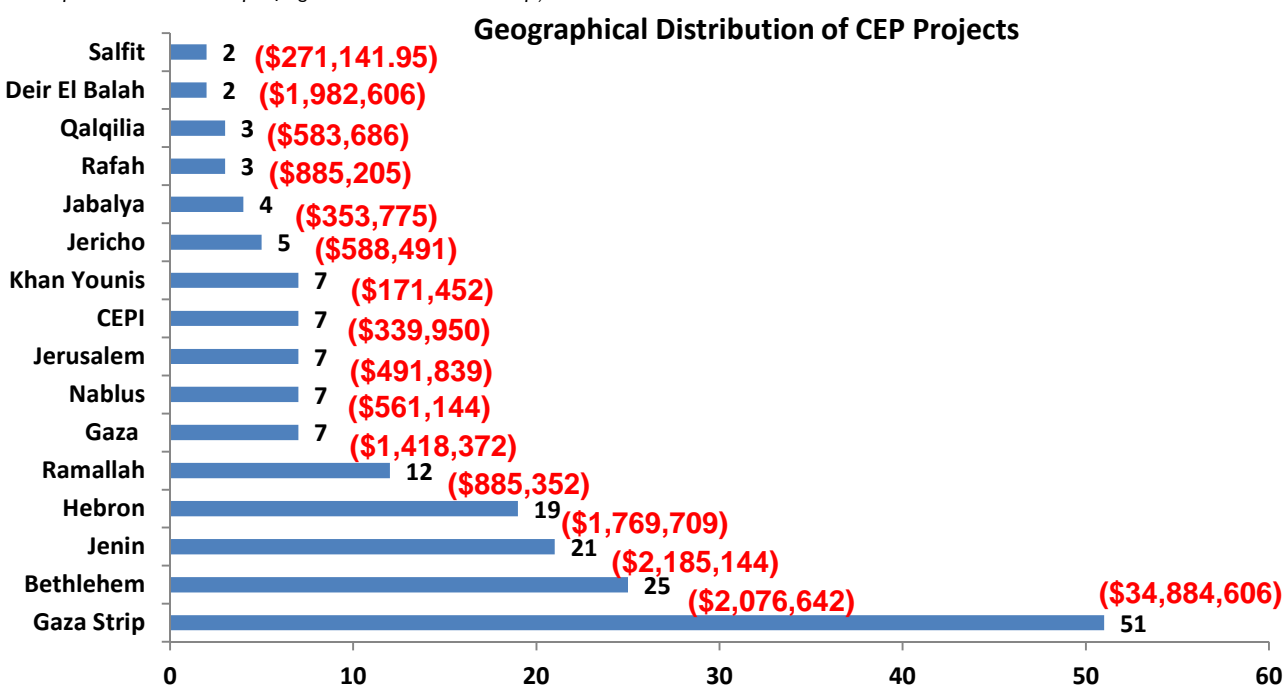
### CEP Project Type by Sub-contracts (completed and ongoing)



### 3.2.2 Status to Date by Geographical Area

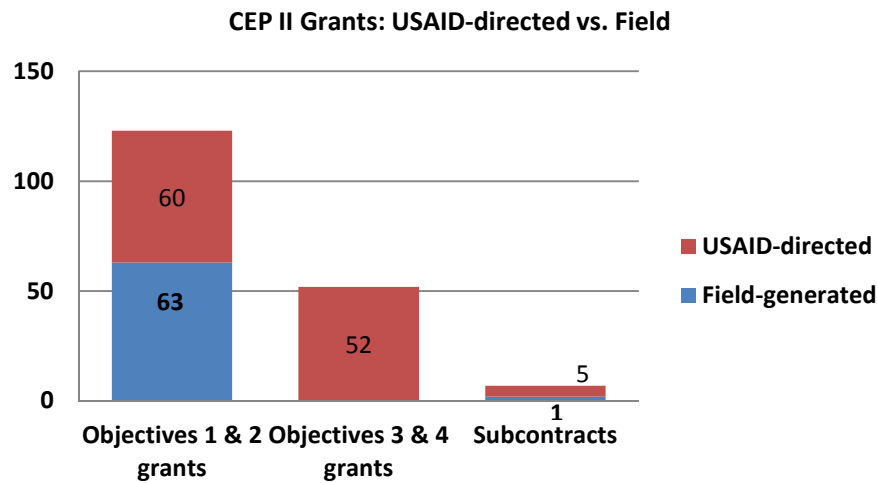
To date, under its grant-making, CEP II has worked in **14** of the **16** governorates of the West Bank and Gaza Strip. The chart below illustrates the geographical distribution of the number of CEP projects and the total funds allocated.

*This chart provides grant distribution both across governorates and across the Gaza Strip. (Fifty-one CEP II grants focus on beneficiaries located across the Gaza Strip, rather than in one specific governorate in the Gaza Strip.)*

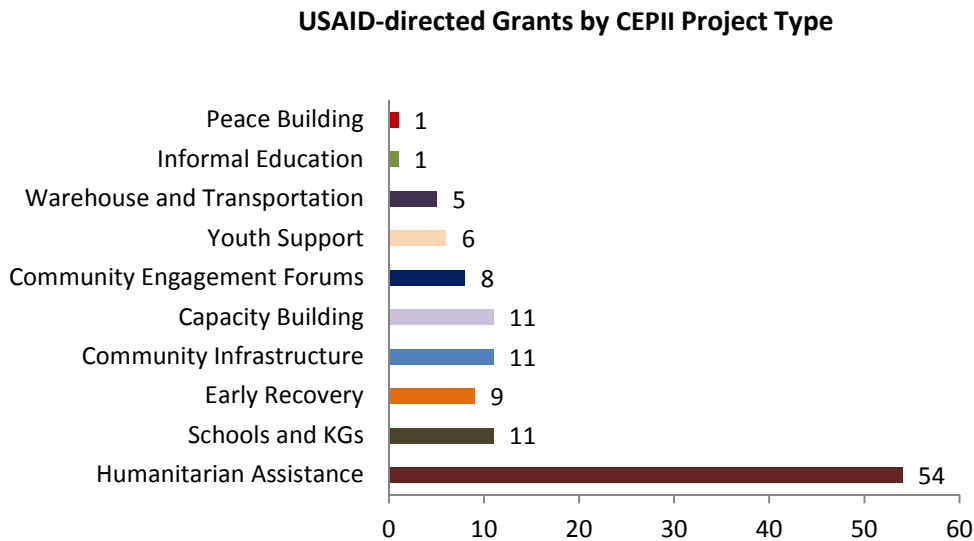


### 3.2.3 Responsiveness to USAID Priorities to Date

Over the life of CEP II, **62%** of its grant-making (**117** grants and subcontracts) and **89%** of the grants budget (**\$46,059,564**) was developed in response to US government priorities.



Over the life of CEP II, USAID prioritized the provision of humanitarian assistance (54% of USAID-directed grants). Construction of schools and kindergartens and community infrastructure were also common – although less frequent – priorities (11%), followed by capacity-building and early recovery initiatives.





## 4.0 QUARTERLY HIGHLIGHTS

### 4.1 QUARTERLY GRANT-MAKING: ACHIEVEMENTS

CEP II moved rapidly into full implementation at the beginning of this quarter following USAID approval of the grant and the rehabilitation subcontract. CEP II has sustained the technical support provided to the MOA in the first quarter on the complex technical issues of grant design into broader areas of implementation. The quick delivery of highly visible results has ensured the MOA's continuing commitment to the implementation process.

Using a **promising practice** gleaned from its long experience of construction management, **CEP II filled a significant gap in grantee skills by contracting external expertise**. Since the MOA does not have the capacity or resources to oversee the rehabilitation, CEP II tasked a well-established engineering consultancy firm, based in the neighboring southern West Bank town of Halhoul, to supervise the work.

This has proved an extremely valuable approach, allowing for intensive and high quality construction supervision and oversight and resulting in rapid, highly visible results. In the first four weeks of work, 25% of the rehabilitation was completed, with all internal walls complete.

The rapid progress in rehabilitation has been paralleled by the rapid roll-out of all procurement contracts for equipment and materials, completed by the end of this quarter. Applying a TTARD **best practice**, **CEP II front-loaded all procurement** for ARDWBG542 and was able to obligate 94% of grant funds by the end of this quarter. (See 3.1.2)

Now that clear, visible progress on the lab has been made, private meat and dairy companies, key end users of the lab's planned new services, have shown interest and excitement in the potential benefits of the first governmental food safety testing lab. (See *Impact on the Private Sector* – at right)

### QUARTERLY FOCUS #2: Impact on the Private Sector



#### REDUCING COSTS AND IMPROVING EFFICIENCY:

Private meat and dairy companies are excited by the potential cost and time savings. "[The MOA lab] could help better integrate food exporters and rationalize testing regimes," explained Tawfiq Odeh, Siniora Food Industries Company Quality Assurance Manager.

**EXPANDING EXPORT POTENTIAL:** "The lab will help to set a consistent monitoring system on livestock production, enabling the quality control of raw material to international standards used in our production processes," explained Jihad Al Jebrini, Director of Al Jebrini Dairy and Food Industry. "This certification will help to guarantee export licensing."

## QUARTERLY FOCUS #3:

### Successful Launch of Food Safety Testing Lab Rehabilitation

The MOA launched the rehabilitation of the first governmental laboratory on February 9 2012.

Held at the MOA Agricultural College in Al Arroub, the launch was attended by over 100 people, including the General Director of Veterinary Services, Dr. Izzidin Abu Arqub, the Deputy Governor of Hebron, Marwan Sultan, USAID Mission Director, Michael Harvey, and owners of Palestinian meat and dairy companies.

Director Harvey noted that, through the creation of this inspection and testing facility with the MOA, USAID is supporting key US Foreign Policy objectives and key PA objectives to enable continued Palestinian export access to the East Jerusalem market and the wider region. The project will permit the PA to meet a critical benchmark in the broader process of meeting international food safety standards by building the capacity of the MOA to certify the quality and safety of Palestinian food products for both export and local consumption.



**“With this lab, we are going to be able to give the Ministry of Agriculture the capacity to provide testing and quality assurance it has not been able to do.**

**It is going to give Palestinian producers the ability to get its products onto international markets, but also assure quality for the West Bank and Gaza.**

**Consumers are going to have much greater confidence in the quality of the products that they are putting on their dinner table for their families.”**

**– Mission Director Mike Harvey**

## QUARTERLY FOCUS #4:

### Applying Best Practices for Rapid Flexible Response:

#### How to respond rapidly in an evolving programmatic environment

**CHALLENGE** CEP II was tasked by USAID with spending all grant funds by the end of May, despite not knowing until the end of April what funds remained. *(For more information, see 3.1.1 Quarterly Overview of Grant Activities)*

CEP II faced a challenge in programming and effectively disbursing an uncertain level of funds within one month in support of a technically complex capacity-building intervention, while ensuring full compliance with USAID vetting and procurement regulations and Mission requirements for Israeli military authorization (since the project site lies within Israeli military control).

**MITIGATION** To meet this USAID task, CEP II rapidly designed a series of five parallel programming strategies that responded to MOA priorities.

CEP II worked on all strategies in parallel so it could move forward immediately with the relevant option when it knew the available funds and required Mission approvals.

All these programming options were supported by required approval submissions to USAID, as well as parallel procurement actions that were carefully sequenced and front-loaded, in order to keep all options open until the end of April.

By the end of this quarter, all necessary approvals for all the five options had been submitted to USAID and, much of the procurement work including bidding, bid evaluation, and all associate paper work had been completed.

**BEST PRACTICE** Specialized and empowered field staff with technical support for rapid programming and implementation.

CEP II was able to rapidly respond to USAID's directive by turning to its flat, multi-specialized grants team.

CEP II's grants team is fully accountable for grant development, procurement, and implementation, with all necessary technical specializations to design and implement a grant.

Dedicated grants teams in which members have equal responsibilities and work together over time perform significantly better than individuals undertaking the same work but who are linked hierarchically. When able to combine specialized skills and experiences to best effect, the CEP II grants team is able to achieve significant efficiencies.

*For more information about this and other CEP II best practices, see Key Best Practices for Rapid Response Grant-Making, submitted to USAID/WBG in September 2011.*

## QUARTERLY FOCUS #5:

### Identify Promising Practice for Rapid Flexible Response:

#### How to design and procure for technically complex grants under a rapid response mechanism

**CHALLENGE** The CEP II grant making mechanism is designed for the rapid design and implementation of both large and small community infrastructure and civil society driven grant interventions.

By contrast, ARDWBG542 is a highly technical capacity-building grant with an unusually short implementation period and specialized design and procurement requirements that go beyond the core grant-making competencies of CEP II's design.

**MITIGATION** CEP II mitigated this challenge by:

- ✓ Networking with local technical experts on certification and international standards accreditation, who provided ongoing guidance - through CEP II - on the technical requirements to the MOA.
- ✓ Developing separated procurement contracts for the few items requiring special handling and approvals, ensuring the timely delivery of the bulk of required materials, which was not subject to special requirements.
- ✓ Expanding its procurement market research, eligibility checks, and networking to include Palestinian and Israeli companies and other USAID contractors working in this specialized sector to ensure sourcing of reasonably priced and eligible items.
- ✓ Linking with specialized logistics experts within the Mission to understand the procedures for safe and timely delivery of these specialized items from Israeli ports and into the West Bank.

**PROMISING PRACTICE** Support core competencies with access to local expertise in design and procurement issues to maintain rapid response.

Lack of experience in highly specialized areas of design and procurement can be compensated through expanding and strengthening networking with technical experts (local ISO consultants and international standards specialist), expanding market research to identify and draw on the experience of specialized suppliers to identify sourcing and delivery issues up front, leveraging the grantee's own contacts with appropriate vendors, and working closely with specialized staff in the USAID Mission to deal with Israeli-related approvals and logistics. This prevents the rapidity of response being compromised by technical complexities.

# 5.0 PROGRESS AGAINST WORKPLAN

## 5.1 PROGRESS WITHIN FUNCTIONAL AREAS

In response to the modified operational context and reduced team in its fourth year, CEP II provided a new taxonomy for its Y4 work plan by identifying seven functional areas in which its team will be accomplishing the key tasks of the no-cost extension. Below, CEP II reports the quarterly progress made within each functional area.<sup>13</sup>

### 5.1.1 Grant-Making

- Procure lab equipment and diagnostic kits

CEP II signed the grant agreement with the MOA on January 11, following USAID's green light approval of the grant.

In order to select the rehabilitation contractor and material vendors, CEP II conducted a series of competitive bidding processes. CEP II signed a subcontract (valued at \$221,173) with Al-Remah Contracting Company for the rehabilitation works on January 23 2012. (The rehabilitation began immediately and is expected to complete by the end of April.) CEP II also procured lab equipment, diagnostic kits, office equipment, and a generator through subcontracts and purchase orders (with a total value of \$340,935), for delivery in early May 2012 following the completion of the rehabilitation.

- Rehabilitate facility

CEP II supervised the rehabilitation works at the laboratory through biweekly field visits, conducted by the Engineering Specialist.

By quarter's end, 60% of the rehabilitation was complete, including:

- plastering of internal walls;
- installation of main water, sanitary, electrical, gas, and firefighting networks;
- tiling internally and externally;
- placement of false ceiling and gypsum;
- installation of wooden doors, aluminum windows, and the steel bars;
- manufacture and delivery of the steel frames for lab benches; and
- delivery of the stainless steel walls in preparation for the installation of the walk-in refrigerators and freezer.

### 5.1.2 Grants Compliance

- Provide compliance support to grants and procurement

CEP II submitted vetting forms to USAID under its grant-making and procurement for three companies and one potential grantee:

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<sup>13</sup> In its Y4 work plan, CEP II identified specific key tasks to be accomplished within each functional area during Y4. Some tasks began in Y4Q1, while others will begin in the next quarter. In this quarterly report, CEP II reports progress within only the former. In addition, CEP II focuses its reporting on noteworthy changes or achievements within each functional area: key tasks that continue from previous quarters without significant change of interest to USAID are not highlighted.

1. Bioline Company for Medical Supplies (*vendor*)
2. Akram Sbitany and Sons Company (*vendor*) (for re-Vetting)
3. Al Remah General Contracting (*vendor*) (for re-Vetting)
4. Jeel Al Amal (*NGO*)

Following USAID approval, the Grants Compliance Unit prepared the ARDWBG542 grant agreement.

- Support audit

As part of its audit response, CEP II:

- Updated the general compliance files;
  - Checked and assembled the hard copy personnel files for review by the auditors;
  - Transported the grant files selected for the audit from the warehouse to the project office; and
  - Responded to initial audit inquiries with requested information and clarifications
- Manage close out of grant files

All grants files closed this quarter were checked, packed, labeled, and transported to the warehouse.

### 5.1.3 Procurement

- Manage solicitation, award, and contract for grant procurement activities

CEP II contracted suppliers for diagnostic materials, generator, IT equipment, and furniture for ARDWBG542, following a competitive procurement process. All the required procurement steps were fully followed from checking samples, conducting discussions with suppliers and awarding the bids upon reasonable documented justifications.

In accordance with its procurement best practice, CEP II frontloaded procurement actions for ARDWBG544 (Jeel Al-Amal) – which has USAID yellow-light approval - to ensure immediate implementation, if CEP II decides to move forward with the grant intervention.

- Manage solicitation, award, and contract for audit

CEP II's contract with the RIG-approved audit firm was approved by USAID and signed in January 2012.

(CEP II was the first USAID/WBG contractor to sign with the audit firm to conduct the work and the first to conduct the entrance meeting among the USAID contractors.)

- Provide technical procurement support for contract activities

Procurement support was provided on an ongoing basis, with continuous feedback and clarifications to the administration and finance units about procurement rules and regulations within the contract activities.

- Manage procurement files

Procurement documents were filed daily to ensure effective management of all documents and to prepare for the close out of procurement files.



- Manage solicitation, award, and contract for CEP II film

With USAID approval, CEP II is producing a short film to highlight how the PA is improving its responsiveness to the needs of the private sector through a USAID-funded initiative to certify Palestinian dairy and meat products for export to the Israeli and East Jerusalem markets.

In Y4Q2, CEP II subcontracted Up2Date to manage the film production process. Filming started in February and a script was delivered for USAID review and approval at quarter's end.

#### 5.1.4 Knowledge Management

*As a result of its reduced operational resources, CEP II no longer employs full-time knowledge management staff. Instead, the Knowledge Management functional area tasks are managed by the Senior Impact and Communications Consultant Elizabeth Price and the Senior Grant Management and Budget Butheina Lutfi, with support from the Chief of Party.*

- Manage results and performance reporting to USAID

CEP II continued to provide USAID with detail-rich and outcome-oriented reporting on its programmatic progress and results through its grant notes and weekly highlights. CEP II updated its Geo-MIS data in January 2012. (The Senior Grants Management Specialist and Chief of Party attended an M&E partners training held by USAID in March 2012.)

- Provide communication products to USAID

In Y4Q1, CEP II closely involved its COTR in the conceptualization of the CEP II film, which will be screened at the opening ceremony of the lab in early June. In this quarter, CEP II continued to provide regular updates on the production process and submitted several drafts of the film's storyboard and the draft script for review by its COTR and the USAID/WBG Outreach and Communications Office (OCO). The bulk of the filming was finished this quarter, and editing will start next quarter. CEP II expects to submit a rough cut of the film in Y4Q3.

In response to requests from the OCO for contributions to the annual USAID/WBG Women's Month (held in March), CEP II highlighted USAID's support for the Jenin Young Women's Club (JYWC) under ARDWBG400, ARDWBG495, and ARDWBG496. The communications product on the JYWC was featured on the USAID/WBG Women's Month website page.

The USAID/WBG OCO held an Outreach Meeting for implementing partners in early February to take stock of current strategies within the context of reduced USAID funding and to discuss coordinating efforts going forward. At the meeting, CEP II presented its best practices on communicating impact with limited resources. (The presentation "Finding New Ways to Tell Our Story" is summarized on the following page. The full presentation is

### QUARTERLY FOCUS #6

#### Communicating Impact with Limited Resources

##### CHALLENGES

- Universal story:
  - Reduced implementation
  - Limited resources
  - Uncertainty over timing

##### COPING

- Mining what remains:
- Bringing in external resources to pivot
- Redesigning communications strategy
- Expanding communication capacity

##### PROMISING PRACTICES:

- Go back to basics
- Ramp up internal capacity
- Tell the one story from 360°
- Use the narrative arc

##### GOING BACK TO THE BASICS

- Focus on USAID intent
- Foster key messaging in project communications

##### RAMPING UP INTERNAL CAPACITY

- Simplify communications by focusing on change towards impact
- Introduce bottom-up planning and reporting
- Train up to expand out
- Illustrate, illustrate, illustrate

##### TELLING THE ONE STORY FROM 360°

- Uncover change/impact everywhere
- Listening to different voices

##### USING THE NARRATIVE ARC

- Tracing the change:
- Daily communications
- Telling Our Story
- CEP II film



in Appendix 3.)

- Support strategic M&E planning and implementation

After incorporating comments from its COTR received in the previous quarter, CEP II revised its Y4 work plan and submitted the final version in February 2012. USAID approved the work plan on February 8, 2012.

In response to USAID request, CEP II revised the PMP indicator reference sheets and submitted it to USAID for review.

#### **5.1.5 Finance**

*As a result of its reduced operational resources, CEP II no longer employs a full-time Finance Manager. Instead, the Finance functional area is managed by the Senior Financial Management Consultant Bashar Qara', with support from the Chief of Party.*

- Manage payment cycle and financial reporting

The payment cycle was managed effectively throughout the quarter, and all financial reporting was submitted as required.

- Maintain fiscal management

In response to a USAID directive, Tetra Tech ARD began a three-year audit of CEP II on January 18, when the audit contract with Price Waterhouse Cooper was approved by USAID. All field work was completed by the end of the quarter and initial findings: draft report are anticipated to be submitted by the auditors on schedule at the end of the first month of next quarter, ahead of the May 4 deadline required by USAID.

A full contract budget pipeline review will be conducted in cooperation with HO in the first two weeks of next quarter to support the upcoming close-out period. The review will determine all anticipated expenditures for the next quarter to support effective budget control on all costs for the final quarter.

#### **5.1.6 Administration**

*As a result of its reduced operational resources, CEP II no longer employs a full-time Administrative Manager. Instead, the Administration functional area is managed by the Grants Systems and Administration Consultant Ahlam Daqqaq, with support from the Chief of Party.*

- Manage human resource support

After annual performance evaluations were conducted by the COP, CEP II applied the recommended changes, including salary increases and position titles (for both staff and consultants).

CEP II supported former staff with requested recommendations and employment confirmations on request.

Following the no-cost extension awarded last quarter, CEP II amended the current consultancy agreements accordingly, including increasing the levels of effort to ensure continued consultancy support until PACD. In addition, following the resignation of the Senior Logistics Consultant this quarter, CEP II contracted another logistics consultant for the remaining months of the program. CEP II also amended the workers' compensation insurance.

- Provide office management support

CEP II updated the inventory sheet per HO requirements, submitted memos to the HO for items lost and damaged during transfers, and sent title transfer documents to HO.

After receiving equipment as part of the distribution by USAID/ Enterprise Development and Investment Promotion (EDIP), CEP II entered these and newly bought items into the inventory. Following the extension of the NCE until June 30, CEP II extended the office lease and all operational contracts.

- Lead administrative and financial close out of program

With the project activity close out date (PACD) at the end of the upcoming quarter (Y4Q3), CEP II initiated close out planning. This quarter, the draft close out plan was developed. Initial close out steps were begun, including:

- Physical check for the inventory was completed and submitted to home office for reconciliation
- IT check on the equipment was performed
- Initial site survey was coordinated and performed by the freight forwarder to provide estimated costs of shipping the project related document to HO.

### **5.1.7 Contract Management**

*As part of the transition into a more focused and flexible project during the NCE period, CEP II changed its management structure, reduced its staff by two-thirds, and relocated from Jerusalem to a smaller office in Ramallah. As a result, CEP II reviewed and refined its contract management practices to ensure continued responsiveness to USAID and its contractual mandates.*

- Oversee programming and operations

This quarter, the COP oversaw regular program and operational meetings with staff to ensure effective and efficient contract implementation. Key issues included:

- *A budget realignment to transfer funds from grants and subcontracts to operations to cover the increased cost of the audit.* This realignment enabled CEP II to cover the costs of the USAID-mandated Partner Contracted Audit from projected savings in the in-kind grant with the MOA. Although USAID provided approval of the audit subcontract at the end of last quarter, the Mission was unable to provide additional funding to cover the total of the approved subcontract, which was \$30,866 over the approved budget line item.
- *Annual performance evaluations and title changes.* In agreement with HO and USAID, title changes were effected for both technical and support staff that better reflected their current engagement and levels of responsibility within the realigned staffing configuration.
- *Project launch.* A successful project launch was held in the second month of the quarter attended by representatives of the MOA, the Hebron Governor's office and the USAID Mission Director, Mike Harvey. The event was covered in the two main local newspapers.
- *Donor coordination.* CEP II attended a food safety seminar convened by the office of the Quartet Representative at the end of this quarter that reviewed the history of developments on food safety, recent actions taken, and plans for the future. A strategic framework will be developed within the PA to integrate current and planned activities and better align the work of relevant Ministries at the legislative and technical/operational levels facilitated by UNIDO and FAO.

- *Close out.* Preparations for close out were launched at the end of this quarter, including consultations with HO and early consultations with staff so that dates for all key actions could be appropriately linked at the earliest stages across the contract. As all the administrative and financial support is provided by staff who are on consultant contracts, the identification, sequencing and front loading of all tasks is essential to ensure adequate levels of staffing for the next three months.
- Coordinate with USAID and Home Office (HO)  
In this reporting quarter, the COP communicated daily with both USAID and HO by e-mail and telephone to ensure alignment, collective understanding and management of overall contract parameters, evolving issues and approvals required.
  - *Coordination with HO:* CEP II staff and consultants continued to maintain established direct communication with their counterparts in HO as required, thereby ensuring strong technical support of highly regulated areas, including procurement and contract oversight, inventory control and fiscal management.
  - *Close Out:* Consultations were held with HO on the effective scheduling of all close out task anticipated in the coming quarter.
  - *Coordination with USAID:* CEP II continued to provide USAID with programming strategy and progress updates, as well as request program-related approvals.
    - *Contract deliverables:* CEP II received USAID approval for the following deliverables:
      - Impact Assessment final report (*submitted in Y4Q1*)
      - Y3Q4 Progress Report (*submitted in Y4Q1*)
      - Y3 Annual Report Annex (*submitted in Y4Q1*)
      - Y4 Work Plan (*submitted in Y4Q1*)
      - Y4Q1 Progress Report (*submitted in Y4Q2*)
    - *Special Reporting:* USAID accepted two special reports submitted in previous quarters:
      - Key Best Practices for Rapid Response (*submitted in Y4Q1*)
      - Verification of Stories of Most Significant Change (*submitted in Y3Q4*)
- Manage staff recruitment  
During the quarter, CEP II's long term Accounting Specialist, Ruba Nasrallah, resigned, at the end of her maternity leave in March. The contract of Ruba Qasim, who provided maternity coverage for this position from November through February, was extended to June 30 to provide essential financial support to program operations.
- Ensure staff safety and security  
Updated communication sheets and a revised telephone tree were inserted into an updated security manual, which was circulated to staff. The Ramallah office was closed for a half day on March 30 on the occasion of Land Day, and staff worked from home.

## 5.2 QUARTERLY UPDATE ON RISKS AND MITIGATION

Potential Challenges/Issues Identified in Y4 Work Plan	Y4Q2	Mitigation
<i>The MOA lacks the capacity and/or the availability to properly supervise the highly technical design and implementation of the grant.</i>	➤ The MOA did not have the capacity or the resources to supervise the rehabilitation of the lab during this quarter.	<ul style="list-style-type: none"> <li>➤ CEP II ensured proper supervision of the rehabilitation works through its contract with the engineering firm that produced the technical design. The firm assigned one of its engineers to provide constant on-site supervision.</li> <li>➤ The CEP II Engineering Specialist conducted weekly supervision visits to the worksite to monitor progress and ensure quality of implementation.</li> </ul>
<i>Unexpected political shifts result in suspension of USAID support for the Palestinian Authority.</i>	➤ Although uncertainty continued to persist in the political environment, USAID did not make any formal request to CEP to change its on-going grant-making efforts	➤ N/A
<i>The specialized commodities required by the highly technical grant SOW are not available in the local market in a timely manner.</i>	➤ Initially, CEP II identified that some of the commodities procured last quarter are considered very specialized and need pre-approval from the GOI, which could result in a lengthy delivery process.	<ul style="list-style-type: none"> <li>➤ To avoid delays to all commodities as a result of the necessity of GOI approvals for specific commodities, the Procurement Unit removed these commodities from the original bid and re-bid them in separated written bids. CEP II will finalize the procurement of these commodities in Y4Q3.</li> <li>➤ The Project Support Unit (PSU) within USAID will continue to provide support for obtaining Israeli-related approvals for these commodities as needed.</li> </ul>
<i>Insufficient number and/or qualification of vendor bids results in lack of competition, requiring re-bidding.</i>	➤ N/A	➤ N/A
<i>In the West Bank operational context, lengthy subcontracts are vulnerable to exceeding their</i>	Delays in implementation may occur due to the highly technical nature of the works and materials	➤ An on-site engineer was assigned by the engineering firm in response to CEP II request

<i>implementation time line</i>	required under ARDWBG542.	<p>to ensure proper and smooth implementation.</p> <ul style="list-style-type: none"> <li>➤ The CEP II Engineering Specialist conducted weekly supervision visits to the worksite to monitor progress and ensure quality of implementation.</li> <li>➤ CEP II clearly described the penalty for delays to implementation: the increased value of "liquidated damage for delay" was stated in the sub-contract.</li> </ul>
<i>The ICT equipment and/or system malfunctions, resulting in data loss.</i>	➤ N/A	➤ N/A
<i>CEP II has reduced knowledge management resources, resulting in new tasking of other team members without previous knowledge management experience or skillsets.</i>	➤ CEP II's knowledge management capacity was significantly reduced this quarter, following the resignation in Y4Q1 of one consultant and the limited availability this quarter of another consultant.	➤ CEP II leveraged existing resources to maintain knowledge management and continue responding to USAID reporting requirements. Following a communication strategy re-design in Y4Q1, key grants team members led the knowledge management efforts, with support from the Senior Impact and Communications Consultant.
<i>The GOI imposes or increases restrictions on movement/access, impacting the ability of CEP II's team to travel to work sites.</i>	➤ The GOI did restrict Palestinian movement/access this quarter, during specific Israeli national holidays. However, this did not impact CEP II travel.	➤ N/A
<i>CEP II experiences staff attrition as staff members find new longer-term positions with other organizations.</i>	➤ N/A	➤ N/A

## 6.0 SUMMARY OF PROGRAM INDICATORS

CEP II measures the progress of each of its grants against established project indicators, chosen by CEP II staff in collaboration with USAID, for its Performance Monitoring Plan (PMP). Shown in the tables below, these indicators are predominately output indicators and measure the direct results of project activities.<sup>14</sup>

The table below shows the actual outputs for CEP II's completed grants under the PMP for FY12.<sup>15</sup> The figures, which are entered into the GeoMIS system,<sup>16</sup> reflect planned results for FY12 versus achieved per indicator for the first and second quarters of FY12 (October 1, 2011 – March 31, 2012). To ensure accuracy and quality of all data, CEP II uploads output figures into the USAID GeoMIS system only when supporting documentation is obtained from grantees during grant close out.

*NOTE: CEP II reports only verified project outputs to the GeoMIS system.*

**TABLE – CEP II INDICATORS**  
**October 1, 2011 – June 30, 2012**  
**(Actual results achieved in completed grants per indicator )**

Element Code/ Name	New Indicator Title/Description	OP/MGT	FY12 Planned Outputs <sup>17</sup>	Achieved Outputs To Date <sup>18</sup>
Democracy & Governance / Civil society	No. of LGU's benefiting from TA/CB/infrastructure activities.	Mgmt	1	N/A
Cross Cutting	No. of female beneficiaries at Ministry of Agriculture & Palestinian meat and dairy staff	Mgmt	114	N/A
	No. of male beneficiaries at Ministry of Agriculture & Palestinian meat and dairy staff	Mgmt	1,071	N/A
	No of food companies that will benefit from the	Mgmt	52	N/A

<sup>14</sup> Due to the cross-sectorial nature of its programming, CEP II does not report the full data captured by its PMP to the USAID GeoMIS. This is done in agreement with the Mission to avoid inaccuracies within the system, which is structured to reflect the Mission's operating sectors. In many of its grants, CEP II conducts activities that simultaneously fall into several Mission sectors. Reporting all activities under such grants across multiple sectors, while avoiding duplication, is extremely problematic. Under guidance by the Mission, when reporting on a cross-sectorial grant, CEP II identifies the most relevant sector from the multiple sectors impacted and reports the outputs that fit under that single sector. This means that not all CEP II grant achievements are fully captured in the GeoMIS system. However, CEP II provides a full set of quality data on CEP achievements by using its PMP to capture all outputs for each grant activity against indicators.

<sup>15</sup> CEP II's FY12 starts from October 1, 2011 and ends on June 30, 2012.

<sup>16</sup> As noted above, due to the cross-sectorial nature of its programming, CEP II does not enter all PMP data into the GeoMIS, in agreement with USAID, to avoid inaccuracies within the system.

<sup>17</sup> Since grant-making in Y4 will focus on only one grant (ARDWBG542) and one subcontract (ARDWBG543) under its second objective, CEP II will focus its performance monitoring on six operational and management indicators, selected as relevant from the 26 indicators developed over CEP II's implementation period. Since CEP II does not currently plan to conduct any grant-making under its first, third, and fourth objectives, it will not report on the remaining 20 indicators designed to reflect achievements under those three objectives.

<sup>18</sup> Since the green-light approval from USAID from ARDWBG542 is still pending, it is not yet under implementation. As a result, there are no outputs achieved so far in Y4.

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**TABLE – CEP II INDICATORS****October 1, 2011 – June 30, 2012****(Actual results achieved in completed grants per indicator )**

	services provided by the Central Veterinary Lab			
	Number of grants provided	Mgmt	I	N/A
	Person Days of employment generated	Op	2,506	N/A



## 7.0 UPCOMING PLANS

### 1. Close out of program activities

CEP II will start planning for close out in preparation for the new PACD of June 30, 2012.

### 2. Completion of film production

CEP II will finalize the film production, in close coordination with USAID. A rough cut will be provided to the Mission for review and approval in late April; the final cut will be submitted in mid-May. CEP II expects to screen the film at the opening ceremony for ARDWBG542 on June 7, 2012.

# APPENDICES

## APPENDIX I: GRANTS AND SUBCONTRACTS BY OBJECTIVE

(29 September 2008 – 31 March 2012)

This section lists all approved and completed grant activities.

### OBJECTIVE 1: SUPPORT INITIATIVES AND PROCESSES THAT SUPPORT A DEMOCRATIC, PEACEFUL AND PROSPEROUS PALESTINIAN STATE.

<b>OBJECTIVE 1: WEST BANK PROJECTS</b>			
<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
ARDWBG310	JEC Improvements Equipment Jericho (285)	Jericho Equestrian Club	\$95,248.93
ARDWBG355	MC Peace Run Beit Sahur (275)	Beit Sahur Municipal Council	\$2,798.00
ARDWBG358	ACMD Forums Equipment Hebron	Alistiqal Center for Media and Development	\$26,740.00
ARDWBG402	Amideast Cultural Movie Outing Nablus	Direct Implementation	\$1,270.90
ARDWBG410	AADM Ramadan Nights Bethlehem	Al-Hares Association for Democracy and Media	\$24,615.00
ARDWBG416	MC Tourism Promotion Festival Beit Sahur	Beit Sahur MC	\$29,504.90
ARDWBG421	MC Old City Ramadan Business Reviving Hebron	Hebron MC	\$39,146.78
ARDWBG477	MOYS Cultural Sports Nights Jenin Governorate	Ministry of Youth	\$53,731.92
ARDWBG506	BCCI Ramadan Business Promotion Bethlehem	Bethlehem Chamber of Commerce and Industry	\$28,727.79
ARDWBG527	MC Tourism Promotion Festival Beit Sahur	Beit Sahur MC	\$19,276.60
ARDWBG528	MC Tourism Promotion Festival Beit Jala	Beit Jala MC	\$21,176.43
		<b>Subtotal</b>	<b>\$342,237.25</b>

<b>OBJECTIVE 1: GAZA PROJECTS</b>			
<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
ARDWBG315	PCDCR Democratic Forums Gaza (257)	Palestinian Center for Democracy and Conflict Resolution	\$11,659.75
ARDWBG354	ICCE Educators Training Gaza (260)	International Center for Contemporary Education	\$38,190.81
ARDWBG408	UHIGA Ramadan Cultural Nights Gaza	Universities and Higher Institutions Graduates Association	\$25,759.78
ARDWBG517	SYFS Women Theater Shows Gaza	Save Youth Future Society	\$38,663.70
		<b>Subtotal</b>	<b>\$114,274.04</b>

### OBJECTIVE 2: STRENGTHEN REFORM-MINDED PALESTINIAN LEADERS AND INSTITUTIONS IN SUPPORT OF IMPROVED SERVICE PROVISIONS AND INCREASED RESPONSIVENESS TO CITIZEN'S NEEDS.

<b>OBJECTIVE 2: WEST BANK PROJECTS</b>			
<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
ARDWBG300	YC Rehab/Equipment Salfit (247)	Salfit Social Cultural Club	\$76,625.00
ARDWBG301	VC Public Park Bizzariya (248)	Bizzariya VC	\$248,954.79
ARDWBG302	MC Road Rehab Salfit (255)	Salfit MC	\$194,516.95
ARDWBG304	VC Girls School Jayyus (270)	Jayyus VC	\$223,157.33
ARDWBG305	VC Main Road Beautification Deir Ghazala (281)	Deir Ghazala VC	\$207,417.56
ARDWBG306	VC School Building Al Tayba (284)	Al Tayba VC	\$243,817.82
ARDWBG307	VC Road Rehab 'Ein 'Arik (259)	'Ein 'Arik Village Council	\$112,770.44
ARDWBG308	LC Road Rehab Al 'Ezariya (262)	Al 'Ezariya Local Council	\$156,892.00
ARDWBG309	VC Main Street Rehab Dier Ibzi' (272)	Deir Ibzi' VC	\$157,663.11
ARDWBG312	MC Sports Field Rehab Kharas (252)	Kharas MC	\$127,906.79
ARDWBG313	CACB Rehab Equipment Bethlehem (264)	Catholic Action Club Bethlehem	\$136,947.46

ARDWBG314	PCRC Equipment Workshop Bethlehem (267)	Palestinian Conflict Resolution Center	\$52,583.75
ARDWBG320	VC Girls School 'Anin (287)	Anin VC	\$224,683.58
ARDWBG322	TGYC Sports Equipment Jenin (286)	Tura al Gharbiya Club	\$42,201.10
ARDWBG327	MC Main Square Rehab Jericho	Jericho MC	\$261,984.83
ARDWBG333	VC Road Beautification Rummana	Rummana VC	\$1,440.43
ARDWBG340	Creche Fuel and Food supplies Bethlehem	Daughters of Charity Bethlehem	\$48,035.78
ARDWBG352	NCD Schools Rehabilitation Hebron	National Council for Development	\$60,985.46
ARDWBG353	MC Roads Rehab Beit Jala (207)	Beit Jala MC	\$77,995.00
ARDWBG356	Al Ihsan Peace March Beit Jala (276)	Al Ihsan Society	\$18,620.00
ARDWBG359	BRCS Theater Equipment Jenin	Blind Rehabilitation and Care Society	\$90,104.00
ARDWBG363	QADS Kindergarten Equipment Qatanna	Qatanna Association for Development and Strengthening	\$80,197.60
ARDWBG378	AOCB Rehab Equipment Beit Sahur	Arab Orthodox Club Bethlehem	\$167,147.63
ARDWBG379	SOJ Furniture Equipment Beit Sahur	School of Joy	\$27,233.00
ARDWBG380	MC Women Center and Health Clinic Equipment Aqraba	Aqraba MC	\$41,727.00
ARDWBG381	MC School Building Azzoun	Azzoun MC	\$231,962.49
ARDWBG386	VC School Labs Zabda	Zabda VC	\$193,450.61
ARDWBG390	VC School Building Ti'nnik	Ti'nnik VC	\$259,720.95
ARDWBG396	MC Schools' Access Road Rehab Al-Ubeidiya	Al-Ubeidiya MC	\$120,781.73
ARDWBG397	JCDC Food Supplies Furniture Jerusalem	Jerusalem Princess Basma Center for Disability	\$98,858.04
ARDWBG398	HOH Rehab Furniture Bethlehem	House of Hope	\$242,597.24
ARDWBG400	JYWC Sports and Office Equipment Jenin	Jenin Young Women's Club	\$56,876.64
ARDWBG401	JSC Cultural & Sports Nights Jenin	Jenin Sports Club	\$24,918.30
ARDWBG403	JFCU Theater Equipment Jenin	Jenin Society for Family Cooperation and Unit	\$171,636.90
ARDWBG404	YYSC Cultural & Sports Nights Al Yamun	Al Yamun Youth Sporting Club	\$20,091.48
ARDWBG405	RUISC Cultural & Sports Nights Jenin	Rummana Union Sporting Club	\$11,996.73
ARDWBG406	YSC Sports & Cultural Nights Jenin	Ya'bad Sporting Club	\$19,438.70
ARDWBG407	VC School Construction Beit Ta'mir	Beit Ta'mir VC	\$16,793.41
ARDWBG409	NCD Ramadan Food Baskets Old City Hebron	National Council for Development	\$36,136.00
ARDWBG417	FHSB Facilities Rehab Bethlehem	FHSB, The De La Salle (Frères) High school in Bethlehem	\$67,502.22
ARDWBG418	AYC Sports Field Hindaza	Al-Ta'amreh Youth Club	\$92,858.55
ARDWBG419	MC Guest House Bir Zeit	Birzeit MC	\$35,118.00
ARDWBG422	AHCS Health Al-Samou'	Al Aqsa Handicapped Charitable Society	\$134,660.40
ARDWBG423	MC Park Rehab Al Doha	Al-Doha MC	\$141,610.21
ARDWBG424	CSPO Olive Press Rehab Bethlehem	Cooperative Society for Olive Pressing	\$88,903.00
ARDWBG425	MC Health Clinic Yatta	Yatta MC	\$87,881.01
ARDWBG426	SPSW Human Resources and Administrative Systems Development Nablus	Syndicate for Psychological and Social Work	\$84,069.72
ARDWBG427	SPSW Treatment of Trauma and Psychological Disorders Nablus	Syndicate for Psychological and Social Work	\$54,514.18
ARDWBG428	SPSW Provision of Equipment Nablus	Syndicate for Psychological and Social Work	\$19,130.61
ARDWBG432	BCCI IT Equipment Software Bethlehem	Bethlehem Chamber of Commerce and Industry	\$82,086.80
ARDWBG435	BCCI Training Center Construction Bethlehem	Bethlehem Chamber of Commerce and Industry	\$245,014.87
ARDWBG436	SHCC ISO9001 Certification Hebron	South Hebron Chamber of Commerce	\$28,800.00
ARDWBG437	SHCC IT Equipment and Furniture Hebron	South Hebron Chamber of Commerce	\$53,292.04

ARDWBG438	PCMC Training Institute Hebron	Palestinian Center for Mass Communication	\$58,452.73
ARDWBG445	JG Seedlings Jenin	Jenin Governorate	\$193,878.61
ARDWBG448	JYC Sports Field Rehab Jericho	Jericho Youth Club	\$173,286.77
ARDWBG449	HKS Visually Impaired Equipment Jerusalem	Helen Keller School	\$19,920.00
ARDWBG460	ABA Equipment & Furniture Jerusalem	Arab Association of the Blind	\$62,870.00
ARDWBG478	ACMD Ramadan Tent of Friendship & Culture Hebron	Alistiqlal Center for Media and Development	\$24,599.71
ARDWBG480	VC School Building Barta'a	Barta'a VC	\$258,532.99
ARDWBG481	NASCD Naseej Center Nablus	Nablus Association for Social and Cultural Development	\$111,476.43
ARDWBG482	MC Schools Road Rehab Beit Jala	Beit Jala MC	\$145,223.75
ARDWBG483	MC School External Works Jayyus	Jayyus MC	\$128,565.73
ARDWBG488	SHS Equipment & Furniture Ramallah	Stars of Hope Society	\$56,144.00
ARDWBG489	SHS Staff Training & Admin Development Ramallah	Stars of Hope Society	\$61,655.51
ARDWBG490	SHS Resource and Publicity Materials	Stars of Hope Society	\$30,195.00
ARDWBG492	Alnayzak Mobile Experiment Equipment Ramallah	Alnayzak	\$71,600.00
ARDWBG494	Alnayzak E-Experiments Portal Development Ramallah	Alnayzak	\$28,785.40
ARDWBG495	JYWC Human Resources Development Jenin	Jenin Young Women Club	\$13,731.18
ARDWBG496	JYWC Sports Teams Training Jenin	Jenin Young Women Club	\$22,394.80
ARDWBG498	BRCS Establish An Noor Club Jenin	The Blind Rehabilitation and Care Society	\$25,847.00
ARDWBG499	BRCS Computer Lab Jenin	The Blind Rehabilitation and Care Society	\$49,232.45
ARDWBG502	TAM Rehab & Equipment Bethlehem	Women Media and Development (TAM)	\$143,707.28
ARDWBG509	JWCS Furniture Equipment Provision Jericho	Jericho Women's Charitable Society	\$31,622.25
ARDWBG518	VC School Expansion Ras Karkar	Ras Karkar VC	\$241,256.36
ARDWBG519	DWBO Capacity Building Ramallah	Disabled without Borders Organization	\$16,317.00
ARDWBG520	Al-Huda School Rehab and equipment AlJeeb	Al Huda Islamic School	\$27,266.17
ARDWBG521	NCD Institutional Development Hebron	National Council for Development	\$7,810.00
ARDWBG522	NCD Construction and Equipping of a Conference Hall	National Council for Development	\$123,187.72
ARDWBG526	JPII Visitor Information Center Bethlehem	John Paul II Foundation	\$34,902.00
ARDWBG530	MC Sanitation Equipment and Lighting Sinjel	Sinjel MC	\$48,524.34
ARDWBG531	MC Sidewalks Construction Halhoul	Halhoul MC	\$57,191.17
ARDWBG532	YCS Kindergarten Furniture and Equipment Yatta	Yatta Charitable Society	\$36,057.54
ARDWBG533	Al Quds IMM Renovation Ramallah	Al Quds Institute of Modern Media	\$25,323.25
ARDWBG534	Al Ram School Rehab Jerusalem	Al Ram Local Council	\$45,835.51
ARDWBG535	YMCA Furniture Equipment Provision Jericho	YMCA	\$26,348.00
ARDWBG537	Beit Ummar Health Clinic Furniture	Beit Ummar Health Clinic	\$17,880.00
ARDWBG541	NCD Schools' Furniture Hebron	National Council for Development	\$46,809.10
ARDWBG542	MOA Veterinary Lab Al Arroub	Ministry of Agriculture	\$596,637
		<b>Subtotal</b>	<b>\$8,865,735.99</b>

<b>OBJECTIVE 2: GAZA PROJECTS</b>			
<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
ARDWBG316	UHIGA After School Program Khan	Universities and Higher Institutions	\$50,014.97

	Younis (278)	Graduates Association	
ARDWBG317	LHA After School Program Jabalya (280)	Life and Hope Association	\$48,005.82
ARDWBG321	Ahli Arab Hospital Food Gaza	Al Ahli Hospital	\$18,994.00
ARDWBG323	Ahli Arab Hospital Medicine Gaza	Al Ahli Hospital	\$21,151.00
ARDWBG324	PFBS Medical Supplies Gaza	Patient's Friends Benevolent Society	\$17,500.51
ARDWBG329	PCDCR Milk & Blankets to Gaza	Palestinian Center for Democracy and Conflict Resolution	\$154,468.49
ARDWBG360	MC Water Tanks Al Fukhkhari	Al Fukhari MC	\$40,443.83
ARDWBG362	MC Water Tanks Abasan Al Kabira	Abasan Al Kabira MC	\$40,443.83
ARDWBG382	NSDL Women Psychosocial Support Workshops Rafah	National Society for Democracy and Law	\$55,972.88
ARDWBG383	SYFS Women Psychosocial Support Workshops Gaza	Save Youth Future Society	\$64,919.86
ARDWBG384	LHA Women Psychosocial Support Workshops Jabalya		\$53,178.18
ARDWBG388	AISG School Supplies Gaza	Life and Hope Association	\$229,678.18
ARDWBG389	AISG Textbooks Gaza	American International School of Gaza	\$223,621.55
ARDWBG391	LHA School Clothing Gaza	American International School of Gaza	\$6,074.39
ARDWBG392	UHIGA School Clothing Khan Younis	Life and Hope Association	\$6,074.39
ARDWBG394	MC School Clothing Absan Al Kabira	Universities and Higher Institutions Graduates Association	\$6,074.39
ARDWBG395	MC School Clothing Al Fukhkhari	Abasan Al Kabira MC	\$6,074.39
ARDWBG411	NSDL After School Activities Rafah	Al Fukhari MC	\$95,492.50
ARDWBG412	SYFS After School Activities Jabalya	National Society for Democracy and Law	\$96,292.07
		<b>Subtotal</b>	<b>\$1,234,475.23</b>

**OBJECTIVE 3: SUPPLY BASIC HUMANITARIAN COMMODITIES TO DISADVANTAGED GROUPS TO PRESERVE HOPE AND MODERATION AMONG IMPOVERISHED POPULATIONS<sup>19</sup>**

<b>OBJECTIVE 3: GAZA PROJECTS</b>			
<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
ARDWBG328	CHF Plastic Sheets Gaza	CHF	\$204,304.00
ARDWBG332	MCI Emergency Assistance Gaza	Mercy Corps International	\$246,782.36
ARDWBG334	CHF Emergency Assistance Gaza	CHF	\$197,294.57
ARDWBG335	CRS Emergency Assistance Gaza	Catholic Relief Services	\$226,832.38
ARDWBG336	CARE Emergency Assistance Gaza	CARE	\$244,859.18
ARDWBG338	RI Emergency Assistance Gaza	Relief International	\$262,922.60
ARDWBG339	ANERA Emergency Assistance Gaza	ANERA	\$239,412.12
ARDWBG341	CHF Plastic sheets Gaza	CHF	\$211,538.25
ARDWBG342	MCI Emergency Response Gaza	Mercy Corp International	\$713,838.00
ARDWBG343	ANERA Emergency Response Gaza	ANERA	\$658,219.66
ARDWBG344	IOCC Emergency Response Gaza	IOCC	\$694,518.12
ARDWBG345	CARE Emergency Response Gaza	CARE	\$703,270.62
ARDWBG346	CRS Emergency Response Gaza	Catholic Relief Services	\$674,971.99
ARDWBG347	SCUS Emergency Response Gaza	Save the Children US	\$714,253.75
ARDWBG348	CHF Emergency Response Gaza	CHF	\$740,409.22
ARDWBG349	WV Emergency Response Gaza	World Vision	\$611,769.63
		<b>Subtotal</b>	<b>\$7,345,196.45</b>

**OBJECTIVE 4: DISTRIBUTE FOOD AND RELIEF ITEMS DIRECT OR THROUGH WORK AND TRAINING, TO PRESERVE HOPE AND MODERATION AMONG IMPOVERISHED POPULATION.<sup>20</sup>**

<sup>19</sup> There was no CEP II grant activity in the West Bank under Objective 3.

<b>OBJECTIVE 4 : WEST BANK PROJECTS</b>			
<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
ARDWBG539	CRS Household Kits and Toys West Bank	Catholic Relief Services	\$205,535.21
		<b>Subtotal</b>	<b>\$205,535.21</b>

<b>OBJECTIVE 4: GAZA PROJECTS</b>			
<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
ARDWBG351	RI Emergency Assistance Gaza	Relief International	\$750,000.00
ARDWBG365	ACTED Emergency Response Gaza	ACTED	\$246,517.04
ARDWBG370	IOCC Humanitarian Assistance Gaza	IOCC	\$747,563.38
ARDWBG371	CRS Humanitarian Assistance Gaza	Catholic Relief Services	\$689,046.55
ARDWBG372	RI Humanitarian Assistance Gaza	Relief International	\$733,739.59
ARDWBG373	CHF Humanitarian Assistance Gaza	CHF	\$734,200.09
ARDWBG374	IRD Humanitarian Assistance Gaza	IRD	\$739,936.22
ARDWBG375	MCI Humanitarian Assistance Gaza	Mercy Corps International	\$745,879.00
ARDWBG376	SC-US Humanitarian Assistance Gaza	Save the Children US	\$717,336.57
ARDWBG377	ANERA Humanitarian Assistance Gaza	ANERA	\$701,709.18
ARDWBG387	ACTED School Uniforms Gaza	ACTED	\$248,819.32
ARDWBG444	ANERA School Clothing Gaza	ANERA	\$521,234.35
ARDWBG450	Gaza Strip Early Childhood Development Education Support	ACTED	\$747,696.47
ARDWBG451	Early Recovery Gaza	Mercy Corps International	\$1,970,947.01
ARDWBG453	Gaza Emergency & Recovery	Catholic Relief Services	\$1,845,177.64
ARDWBG454	Atfaluna Amaluna	World Vision	\$1,038,661.00
ARDWBG455	Palestinian Reintegration & Enhancement Program (PREP)	CHF	\$1,857,741.82
ARDWBG456	Gaza Employment Generation Through NGOs Program	IRD	\$1,939,592.68
ARDWBG464	Gaza Urban Agriculture Revitalization & Development	CHF	\$1,257,597.34
ARDWBG465	Gaza Emergency Work Opportunity and Relief Support Program	IOCC	\$1,949,395.36
ARDWBG466	Agriculture Development & Integrated Livelihoods	World Vision	\$1,377,178.00
ARDWBG470	RI Relief and Assistance Gaza	Relief International	\$737,648.57
ARDWBG471	CARE Relief and Assistance Gaza	CARE	\$709,545.21
ARDWBG472	CRS Relief and Assistance Gaza	Catholic Relief Services	\$730,779.08
ARDWBG473	IOCC Relief and Assistance Gaza	IOCC	\$732,887.70
ARDWBG474	IRD Relief and Assistance Gaza	IRD	\$743,717.86
ARDWBG475	ANERA Relief and Assistance Gaza	ANERA	\$668,966.70
ARDWBG476	CHF Relief and Assistance Gaza	CHF	\$701,227.85
ARDWBG510	ANERA Winter Relief Gaza	ANERA	\$722,440.11
ARDWBG511	CHF Winter Relief Gaza	CHF	\$724,701.13
ARDWBG512	CRS Winter Relief Gaza	Catholic Relief Services	\$722,364.80
ARDWBG513	IOCC Winter Relief Gaza	IOCC	\$746,263.52
ARDWBG514	IRD Winter Relief Gaza	IRD	\$738,922.75
ARDWBG515	RI Winter Relief Gaza	Relief International	\$740,311.31
ARDWBG524	Relief and Assistance Gaza	SYFS	\$22,326.68
		<b>Subtotal</b>	<b>\$31,002,071.88</b>

#### **CEP I GRANTS:**

<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
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<sup>20</sup> There is only one CEP II grant activity in the West Bank under Objective 4 (ARDWBG539).



ARDWBG150	MC Parking Rehab Tulkarem	Tulkarem Municipality	\$55,674.00
ARDWBG227	VC Bridge Construction Ramallah	Ramallah VC	\$14,647.74
ARDWBG239	MC Park Rehab Beit Sahur	Beit Sahur Municipality	\$21,371.00
ARDWBG242	MC School Al 'Ubeidiya	Al Ubeidiya Municipality	\$134,311.98
ARDWBG244	TPC TV Production/Workshop WB	TPC	\$1,437.55
ARDWBG250	MC Sidewalks Rehab Yatta	Yatta Municipality	\$61,020.27
ARDWBG263	VC School Rehab Kafr Ni'ma	Kafr Ni'ma VC	\$51,487.3
		<b>Sub-total</b>	<b>\$339,949.91</b>

#### **SUB CONTRACTS:<sup>21</sup>**

<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
ARDWBG500	Sepi Sun Transportation Gaza	Sepi Sun Holding Ltd.	\$1,221,881.39
ARDWBG501	Concord Warehousing Gaza	Concord Co. A.F Ltd.	\$909,379.73
ARDWBG503[1]	Concord Warehousing Gaza	Concord Co. A.F Ltd.	\$0.00
ARDWBG504[2]	Sepi Sun Transportation Gaza	Sepi Sun Holding Ltd.	\$0.00
ARDWBG538	CEP Impact Assessment	Arab World for Research and Development	\$54,875.72
ARDWBG540	Concord Warehousing Gaza	Concord Co. A.F Ltd.	\$3,550.00
ARDWBG543	Engineering Consulting Services	Arab Engineers	\$22,600
		<b>Sub-total</b>	<b>\$2,212,286.84</b>

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<sup>21</sup> The contracts include the transportation, storage, and impact assessment.

## APPENDIX 2: LISTING OF ALL GRANT CONCEPTS (YELLOW LIGHTS AND AITS)

<b>YELLOW LIGHTED PROJECTS<sup>22</sup></b>			
<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
		<b>Sub-total</b>	
<b>ACTIVITY IDEAS (AITS)<sup>23</sup></b>			
<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
<b>Northern West Bank</b>			
TBD	MC Zeita Cultural & Sports Hall	Municipality of Zeita	\$150,000.00
TBD	ASRPC Furniture Equipment Jenin	Association of Rural Palestinian Charity	\$70,000.00
TBD	VC School Hall Zabda	VC Zabda	\$45,000.00
TBD	VC Furniture Equipment Al Taybah	VC Al Taybah	\$58,650.00
TBD	MC School Building Arraba	Municipality of Arraba	\$250,000.00
		<b>Sub-total</b>	<b>\$573,650.00</b>
<b>Center West Bank</b>			
TBD	Pal-vision Furniture & Equipment Provision Jerusalem	Palestinian Vision	\$18,000.00
TBD	BSC Kindergarten Construction Beitillu	Beitillu Sports Club	\$180,000.00
TBD	HKS Wall and Fence Construction	Helen Keller School	\$110,000.00
TBD	ACSG Scout Equipment	Arab Catholic Scout Group	\$35,000.00
TBD	HPH Rehab and Equipment	The House of Palestinian Heritage	\$130,000.00
		<b>Sub-total</b>	<b>\$473,000.00</b>
<b>South West Bank</b>			
TBD	VC Schools Street Rehab Al Karmel	Al Karmel Village Council	\$120,000.00
TBD	PRCS Furniture Equipment Sa'ir	PRCS	\$60,000.00
TBD	ACSB Furniture Equipment Bethlehem	Antonian Charitable Society	\$85,000.00
TBD	ICS Kindergarten Equipment Beit Sahur	Islamic Charitable Society	\$70,000.00
TBD	FTSB Equipment Software Bethlehem	Fair Trade Center Bethlehem	\$60,000.00
TBD	AFS Equipment Furniture Al Thahiriya	Agricultural Farmers Society	\$80,000.00
TBD	ACMD Equipment Software Hebron	Al Istiqlal Center for Media and Development	\$85,000.00
TBD	MC Old City Business Promotion Hebron	Hebron Municipality	\$70,000.00
TBD	MC Tourism Promotion Festival Beit Sahur	Beit Sahur	\$35,000.00
TBD	WUB Furniture Equipment Bethlehem	Women Union Bethlehem	\$95,000.00
TBD	VC School Construction Beit Ta'mir	Beit Ta'mir VC	\$250,000.00
TBD	ACHS Public Park Rehab As-Samou'	Al-Aqsa Charitable Society	\$180,000.00
TBD	SHCC Construction of Premises Al Thahiriya	South Hebron Chamber of Commerce	\$250,000.00
TBD	SNEH Rehab Equipment Beit Jala	Saint Nicolas Elderly House	\$180,000.00
TBD	WRSD Rehab Equipment Dar Salah	Women Rural Society Dar Salah	\$160,000.00
TBD	PCMC Partners Websites Development Hebron	Palestinian Center for Mass Communication	\$25,000.00
TBD	FVCD Children Support Bethlehem	Future Vision for Community Development	\$40,000.00
TBD	SOJ Kindergarten construction Beit Sahur	School of Joy for Slow Learners	\$220,000.00
TBD	YMCY Hall Construction Beit Sahur	YMCA Beit Sahur	\$20,000.00
		<b>Sub-total</b>	<b>\$2,085,000.00</b>
<b>Gaza</b>			
TBD	GFA Farmers Assistance Gaza South	Greenhouses Farmers Association	\$36,000.00
		<b>Sub-total</b>	<b>\$36,000.00</b>
		<b>Total</b>	<b>\$3,167,650.00</b>

<sup>22</sup> Yellow lighted projects are those approved by USAID and then developed for green light request.

<sup>23</sup> Activity Idea is a concept paper prepared for collective comments before being submitted to yellow light.

### **APPENDIX 3: “FINDING NEW WAYS TO TELL OUR STORY” PRESENTATION**

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